

Ellen M. Cull

Management and
Organizational Consultant

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Overview

Ellen Cull has more than twenty-five years of experience in various aspects of management and organizational consulting and group facilitation. She specializes in working with small- to medium-sized organizations on projects that range from one-time events to several-year processes. Clients work with her solely and directly, and consistently receive the benefit of her personal experience and training.

Management and organizational consulting

Support to organizations' management, organizational and business improvement efforts through organizational assessment, planned organizational change, a wide variety of strategic and program planning approaches, team and leadership development, and development of partnerships and collaborations.

Group facilitation

Facilitation of meetings, retreats, conferences, and focus groups, including design and preparation of agendas, facilitating presentations and discussions, brainstorming and idea generation, problem solving, resolution of disputes and disagreements, reconciliation of divergent views and consensus building, decision making and action planning, recording discussion, and debriefing.

Coaching

Work with individual leaders, managers, and staff to increase their effectiveness on the job, including working with clients to clarify their goals, identifying options for what they can do to achieve the goals, monitoring progress, providing feedback, and recognizing success. Provide resources and tools to assist this process.

Services

Integrated Consulting Service (SINs 874-1 and 874-1RC)

Management and Organizational Consulting

Ellen's approach to consulting begins with working with the client to explore what lies beneath the presenting topic, issue or concern and to identify processes to address the core needs of the organization. The focus of the work is on improving the organization's ability to achieve its mission and goals at the same time that the needs and interests of those involved are addressed. She seeks the simplest, most direct approach to improve the organization's performance and choose from a large selection of tools and approaches as appropriate.

Specific consulting services include:

- **Organizational assessment** – Gathering data to assess the current state of the organization's purpose and goals, structure, communication and coordination systems, personnel skills and abilities, leadership, rewards, and interaction with the larger environment. Preparation of summaries and analysis, priority setting for action, and implementation of actions to improve organizational performance.
- **Planned organizational change** – Working with leadership to identify the goals of an intended change, developing processes to improve organizational performance and working with leadership to guide and facilitate the processes.
- **Strategic planning and implementation** – Assisting the organization in assessing what is happening in the external environment that might impact its future, identifying strategic issues confronting it, clarifying its core purpose, developing clear direction and goals over 3 to 5 years, and determining how it will direct its resources to accomplish these goals, all resulting in a clear strategic vision. Working with the organization to implement its plans, including development of strategies to communicate and gain support for the vision and goals, detailed annual planning, monitoring implementation and refining the plan.

- **Program and work planning** – Facilitating a process of identifying the core purpose, goals, action plans, and performance measures for a specific program or area of work within the organization. Often involves clarifying roles and responsibilities in carrying out the plan.
- **Team and leadership development** – Working with formal and informal teams, from short-term ad hoc groups to long-term intact work groups, to clarify their purpose and degree of coordination, set goals, improve how they work, examine internal decision making and communication, and improve interpersonal relationships. Specific experience working with management teams to provide shared leadership.
- **Collaboration and partnership development** – Working with multiple groups or representatives of groups who have a shared purpose and must work together to achieve that purpose, but have diverse needs, interests and cultures. Developing effective collaborations and partnerships through goal setting and establishment of structures.

Group Facilitation

Ellen's approach to group facilitation is practical, results-oriented, and grounded in the larger picture and longer term of which the facilitation is a part. She facilitates meetings, retreats, focus groups, workshops and conferences ranging in size from five to 250 or more participants. The projects range from one-time events to regularly scheduled meetings over years of task forces, committees and boards with long-term missions to accomplish.

Types of facilitation include:

- **Meetings, retreats, workshops and conferences** – Group events intended to achieve a particular goal or set of outcomes. Use of various techniques for brainstorming, problem solving, discussion and dialogue, consensus building and decision making.

- **Task forces, committees and boards** – Processes to assist groups formed on particular topics in clarifying their purpose and goals, determining how they will communicate and coordinate, and carrying out their work effectively.
- **Focus groups** – Processes to gather input on specific topics from a wide range of stakeholders or interested parties. Development of detailed question guides, facilitation and recording of discussion, and preparation of detailed notes of the input.
- **Large group approaches** – Methods for involving large numbers of people representing a wide range of interests and stakeholders in coming together to develop a shared understanding of their current reality, agree on what needs to change, generate ideas for how to change, and work on implementing and supporting the change. Groups up to 250 or 300 participants.
- **Conflict resolution** – Processes for bringing groups in conflict to a shared purpose and sense of direction, and agreement on ways of working together to achieve them.
- **Collaborations and partnerships** – Methods to create effective joint action among groups with diverse interests by focusing on the common goal, acknowledging the diversity, and working to identify common ground on which to proceed.

Coaching

Ellen's works in partnership with individual clients in one-on-one sessions in a process intended to help them maximize their effectiveness. Her approach is based in the conviction that clients are the experts in their own work and life and have the capacity to take action and implement changes to achieve their goals. Her role as coach is provide a structure for exploring goals and challenges, identifying new and sometimes challenging ways to achieve those goals, check in on the steps clients are taking and the results they are seeing, and assessing what is and is not helping to achieve the goals. She listens carefully and reflects what she hears back to clients, acts as a sounding board, and provides tools and observations to increase self-awareness and generate new possibilities.

The length and frequency of the coaching relationship can vary depending on the individual's needs and preferences, ranging from several sessions in a short period to many sessions over many months.

Specific coaching services include:

- **Administration of assessment tools** – Use of a range of personality, style, and topic-specific instruments to provide different ways of understanding oneself and alternative ways of behaving, including the Myers-Briggs Type Indicator, the StrengthsFinder and Strengths-Based Leadership, the DiSC, and others.
- **One-on-one sessions** – Approximately hour-long sessions in person, using electronic conferencing, or by phone for goal setting, feedback, and monitoring.

Experience

Overall

Ellen Cull has worked more than 150 different clients on over 225 projects since beginning her consulting practice in 1991.

- **Federal agencies** – Approximately 80 federal government clients in these agencies:
 - Department of Agriculture, National Institute for Food and Agriculture
 - Department of Health and Human Services, Office of Public Health and Science, Centers for Medicare and Medicaid Services and National Institutes of Health
 - Department of Homeland Security, Science & Technology Directorate
 - Department of the Interior, Office of the Assistant Secretary for Policy, Management & Budget and National Park Service
 - Department of Justice, Office of Justice Programs
 - Department of the Treasury, Internal Revenue Service
 - Department of Transportation, Federal Highway Administration
 - Environmental Protection Agency
 - Library of Congress
 - US Senate
- **Other government** – Approximately 5 state government agencies and authorities
- **Non-government clients** – Approximately 75 non-government clients, in sectors including:
 - Charitable non-profits
 - Institutions of higher education
 - Associations
 - Research institutions
 - International organizations
 - Private businesses

Federal agency experience

Ellen Cull has worked with approximately 80 different federal agency clients over the past 22 years. These projects have included:

- Design and facilitation of meetings, retreats, focus groups and conferences,
- Strategic and program planning,
- Organizational assessment and planned organizational change,
- Team building, and
- Collaboration and partnership development.

Through these experiences, Ellen has learned a great deal about how to lead change in the government environment. Key knowledge areas that she employs in working with government agencies on change processes are:

- *Organization development.* Her graduate education is in Organization Development and she has extensive professional training in the field.
- *Culture change.* In addition, she has specific professional training in understanding and changing organizational cultures.
- *Strategic and program planning.* Much of her work is focused on working with groups and organizations to plan and implement those plans – either short-term plans for programs or long-term plans for the strategic direction of an organization.

The skills that Ellen Cull brings to putting this knowledge into practice in government are:

- *Approaching change as a process of small, individual decisions.* In her experience working with government agencies, change happens most effectively as a planned process through a series of fairly small individual decisions that are all focused toward an identified long-term goal.
- *Paying careful attention to how one decision might impact other activities and parts of the organization.* Although components of government organizations tend to be highly specialized, the parts of the organization are also very interconnected. A decision made by one component will have consequences for others both inside and outside the organization that need to be considered.

- *Ensuring that decisions are clearly and consistently recorded, tracked and implemented.* The complexity of decision making processes and the varied and changing external pressures in government sometimes result in lack of clarity about what has been agreed to or decided and what it means in practice. Therefore, making change in the organization and its business processes requires careful tracking and implementation of decisions made.
- *Dealing directly with the reality of law, mandate, and policy.* Through any change process in government, there are realities of law, other mandate, and policy. These must be acknowledged, openly discussed, and accounted for in decision making in order to ensure that real change can happen.
- *Acknowledging and taking into account the full range of political realities.* Related to the previous two bullets, it is essential to take into account the full range of needs and interests related to any decision made by government. Even seemingly small actions can have large impacts. It is most effective to acknowledge and accept the legitimacy of all interests and to factor them into decision making in government.

Client performance evaluation

Clients surveyed by Dun & Bradstreet Open Ratings gave Ellen Cull a summary performance rating of 98 out of 100. Open Ratings stated the following in the press release issued in March 2005 after completion of the Past Performance Evaluation.

CULL, ELLEN M Certified as a Top 20% Performer

Customer references indicate outstanding past performance to Open Ratings during PPE survey process.

WALTHAM, MA - March 7, 2005 - CULL, ELLEN M has been certified as a Top 20% Performer based on the Past Performance Evaluation survey responses of its reference customers. CULL, ELLEN M's PPE score of 98/100 demonstrates outstanding overall customer satisfaction relative to similar companies.

About the Past Performance Evaluation (PPE) Program

Each year, Open Ratings helps thousands of companies secure contracts with large purchasing organizations such as the GSA by verifying their performance with Past Performance Evaluations (PPEs). The customer satisfaction metrics that are evaluated include:

- Reliability
- Cost
- Order accuracy
- Delivery/timeliness
- Quality
- Business relations
- Personnel
- Customer support
- Responsiveness

The PPE score is based on the survey feedback of between four and twenty verified references. The Top 20% rating is relative to similar companies during the same time period.

To Obtain the Detailed PPE Report

To obtain a copy of the PDF PPE report for CULL, ELLEN M, please visit <https://prod.openratings.com/certified/index.pl?page=duns&orderid=1050006>.

Labor Category and Price List

Labor Category Description

The Principal contracts directly with clients and carries out all work under a contract. The Principal has expertise and experience in all the areas of work identified, including a Masters Degree in Organization Development and relevant training and certifications. She works with clients to assess their needs, identify possible appropriate approaches and methodologies, and tailor those approaches and methodologies to the specific needs and circumstances. She has 25 or more years of experience in all specialty areas identified.

Price List

<u>Labor category</u>	<u>Rate</u>	<u>Other charges</u>
Principal	\$215/hour	This rate does not include travel expenses, supplies, publications, copying or long-distance phone charges related to a project on a task order under this proposal. These would be billed in addition to the hourly rate.

Ellen Cull will accept labor hour and firm fixed price tasks.

Service Contract Act

The Service Contract Act (SCA) is applicable to this contract as it applies to the entire 874: MOBIS Schedule and all services provided. While no specific labor categories have been identified as being subject to SCA due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CRF 541.300), this contract still maintains the provisions and protections for SCA eligible labor categories. If and / or when the Contractor adds SCA labor categories / employees to the contract through the modification process, the Contractor must inform the Contracting Officer and establish a SCA matrix identifying the GSA labor category titles, the occupational code, SCA labor category titles and the applicable WD number. Failure to do so may result in cancellation of the contract.

Customer Ordering Information

Schedule for – Mission Oriented Business Integrated Services (MOBIS)

Federal Supply Group: 874

Class: R499

Contract Number: GS-10F-0339R

For more information on ordering from Federal Supply

Schedules click on the FSS Schedules button at

<http://www.fss.gsa.gov>.

Contract Period: June 1, 2010 through May 31, 2020

Contractor: Ellen M. Cull
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Contract Administration: Ellen M. Cull

Business Size: Small, Woman Owned Business

1a. Table of Awarded Special Item Numbers with appropriate cross-reference to page numbers: 874-1 and 874-1RC

1b. Identification of the lowest price model number and lowest unit price for that model for each Special Item Number awarded in the contract. This price is the Government price based on a unit of one, exclusive of any quantity/dollar volume, prompt payment, or any other concession affecting price. Those contracts that have unit prices based on the geographic location of the customer, should show the range of the lowest price, and cite the areas to which the prices apply.

1c. If the Contractor is proposing hourly rates a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided. If

hourly rates are not applicable, indicate Not Applicable for this item.

2. **Maximum order:** \$1,000,000.00
3. **Minimum order:** \$100.00
4. **Geographic Coverage (delivery) Area:** Domestic only
5. **Point(s) of production (city, county, and state or foreign country):** Same as company address
6. **Discount from list prices or statements of net price:**
Government net prices (discounts already deducted).
7. **Quantity discounts:** None offered
8. **Prompt payment terms:** 2%/10 Net 30 days
- 9a. **Notification that Government purchase cards are accepted at or below the micro-purchase threshold:** Yes
- 9b. **Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold:**
Accept over the micro-purchase threshold
10. **Foreign items (list items by country of origin):** None
- 11a. **Time of delivery:** Specified on Task Order
- 11b. **Expedited Delivery:** Contact Contractor
- 11c. **Overnight and 2-day delivery:** Contact Contractor
- 11d. **Urgent Requirements:** Contact Contractor
12. **F.O.B. Points:** Destination
- 13a. **Ordering Address(es):** Same as company address

13b. **Ordering Procedures:** For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's) and a sample BPA can be found at the GSA/FSS Schedule home page (www.fss.gsa.gov/schedules).

14. **Payment address:** Same as company address

15. **Warranty provision:** Contractor's standard commercial warranty

16. **Export Packing Charges:** N/A

17. **Terms and conditions of Government credit card acceptance:**
Contact Contractor

18. **Terms and conditions rental, maintenance and repair:** N/A

19. **Terms and conditions of installation:** N/A

20. **Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable):** N/A

20a. **Terms and conditions for any other services:** N/A

21. **List of service and distribution points:** N/A

22. **List of participating dealers:** N/A

23. **Preventive maintenance:** N/A

24a. **Special attributes:** N/A

24b. **Section 508 compliance:** N/A

25. **Data Universal Numbering System (DUNS) number:** 02-3132801

26. **Notification regarding registration in Central Contractor Registration (CCR) database:** Registered

Keywords:

GS-10F-0339R, Ellen Cull, 874-1, 874-1RC, Meeting Facilitation, Facilitation, Group Facilitation, Focus Group, Retreat, Organization Development, Organizational Change, Leadership Development, Team Building, Meeting Design, Large Group Meeting Facilitation, Partnership Development, Organizational Structure, Coaching, Organizational Assessment, Strategic Planning, Consulting Services, Consulting, Conflict Resolution, Interpersonal Skills Development, Myers Briggs, Myers-Briggs, MBTI, StrengthsFinder, Strengths-Based Leadership, DiSC, woman-owned, small business